

**THE SCIENCE OF DIVERSITY AND IT RELEVANCE
IN A FAST CHANGING WORLD
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ABSTRACT

One would think that the role diversity plays in many components of science, from ecology to politics to the stock market, would long ago have been understood. Unfortunately, our social views of diversity are in conflict with our mainstream scientific views. The different roles of diversity are presented within the context of a familiar example (foraging among social insects), and understood within a theory of systems development. This viewpoint may resolve any confusion associated with diversity in organizations. With greater clarification, we may better understand the advantages and disadvantages of diversity in organizations: Does diversity lead to conflict or does it lead to synergy and better solutions? This analysis is timely because of the importance of diversity in decision-making in complex environments, particularly in times of rapid change and particularly post 9/11.

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